

ICXI -POST newsbriefing

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Introduction From The President

Are the best choices being made to get tomorrow's best CX Managers and Leaders?

In some organisations there is an unproven perception that women are more successful in delivering a positive customer experience (CX) than their male counterparts. Personal experience has indicated that such a gender bias is more prevalent in organisations where customer service is seen to be a “nice-to-have” tactical add-on rather than the hardcore organisational strategic essential that, in reality, it is. Perhaps the perception is driven by a belief that the female gender is by nature more naturally imbued with sensitivity and the skills of listening, patience and empathy creating the ability to connect more easily at an emotional level when it comes to managing the customer experience. The experience the customer receives is perhaps, in reality, driven more by the values and the policies of the organisation than they are by the gender of those empowered to deliver the experience. What, however, is true is that across all organisations more women are employed in CX roles than men but when it comes to management, C level leadership and public subject matter representation the situation is reversed.

In an interview by Neil Davey of MyCustomer with Clare Muscutt founder of Women in Customer Experience (WiCX) she asked the question

“If 70% of the workforce in CX are women, why are there only 30% in management and even fewer where it matters most, in positions of power and influence that influence CX and technology?”

While women have made progress in entering the workforce and achieving educational and professional qualifications, they continue to face systemic barriers to career advancement and leadership opportunities. Several factors contribute to the under-representation of women in leadership, including gender bias and discrimination, lack of access to networks and mentorship, and cultural and societal norms that reinforce gender stereotypes and traditional gender roles.

Is this statistic representative of the global workforce? According to the World Bank

Globally, female labor force participation has remained fairly flat over the last three decades. Across the globe, women face inferior income opportunities compared with men. Women are less likely to work for income or actively seek work. The global labor force participation rate for women is just over 50% compared to 80% for men. Women are less likely to work in formal employment and have fewer opportunities for business expansion or career progression. When women do work, they earn less. Emerging evidence from recent household survey data suggests that these gender gaps are heightened due to the COVID-19 pandemic.



<https://www.facebook.com/Internationalwomensday/posts/the-glass-ceiling-isnt-the-biggest-obstacle-women-face-its-the-broken-rung-in-ea/2665539493508954/>

You might have heard of the term, “broken rung” which is often used to describe the phenomenon of gender inequality at the entry level of corporate leadership. It refers to the idea that women are often not promoted to their first management positions at the same rate as men, which creates a “broken rung” on the ladder to higher levels of leadership. The broken rung has a compounding effect over time, as fewer women are able to gain the experience and skills necessary to advance, which further perpetuates the gender gap in leadership positions. Plus if we choose to have children, the expectations on women to take a greater proportion of the child-rearing duties can make it harder to return to work where we left off.

Well, the ‘rung’ is significantly more ‘broken’ in the field of customer experience. According to the 2019 report by LeanIn.Org and McKinsey & Company, women represent 47% of the general workforce and only 37% ascend to entry-level management. But, according to the Office of National Statistics, whilst women represent 70% of the workforce in customer experience, a recent study in partnership with the University of Carolina, revealed only 30% of CX professionals in management are female.

A gap of 40%, quadruple that of the mainstream.

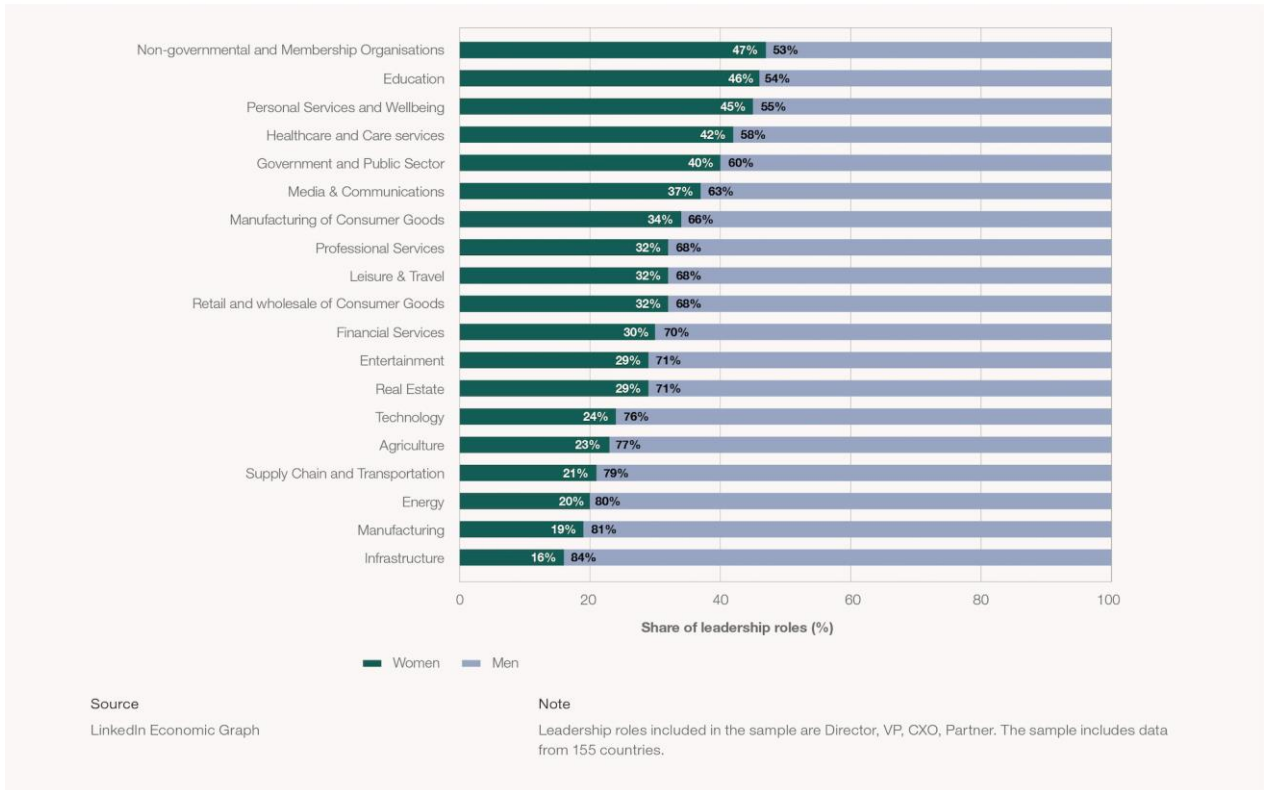
Ultimately, everybody loses as this has significant economic consequences – it’s a known fact that companies with more gender-diverse leadership are increasingly innovative and thus, profitable.

<https://www.mycustomer.com/customer-experience/engagement/clare-muscutt-women-in-cx-70-of-the-cx-workforce-are-women-but-only>

So the ratio of women to men employed in CX (70:30) is significantly different to the number of women in employment globally but the ratio in management is reversed (30:70). How does this look within other sectors across the globe?

According to the World Economic Forum the stats are as shown below

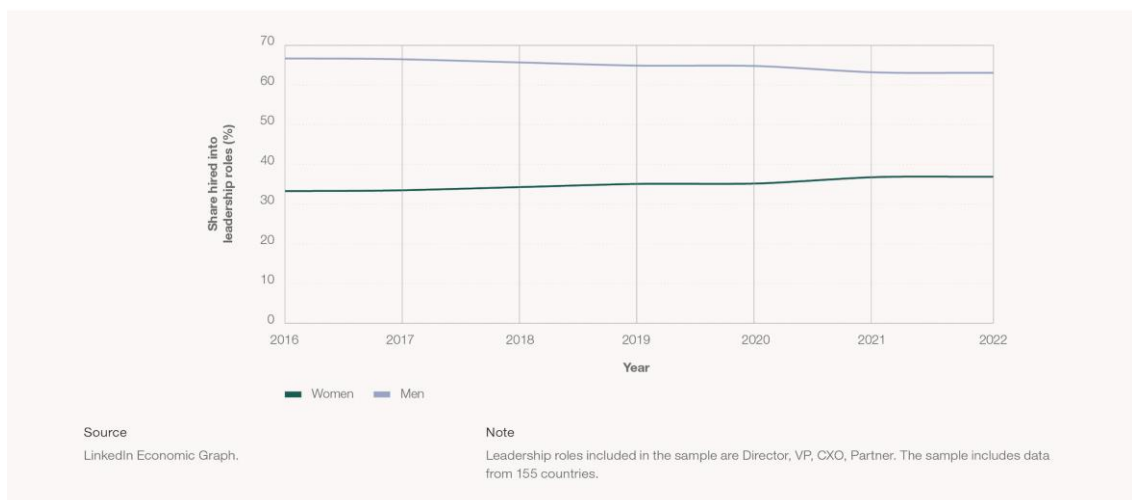
FIGURE 2.7 Women in leadership roles, by industry (%) 2022



Given that CX is a function within each of these sectors would indicate that women are not getting anything like their fair share of representation.

Is the situation changing? The World economic forum shows some progress, but by no means a landslide.

FIGURE 2.8 Share of women hired into leadership, by year 2022



So is the situation simply explained by the idea that women are just as good as men when it comes to management and leadership?

Harvard Business Review points to some data that shows the opposite to be true. In their leadership paper -**Research: Women Score Higher Than Men in Most Leadership Skills** by Jack Zenger and Joseph Folkman show that

The disturbing fact is that the percentage of women in senior leadership roles in businesses has remained relatively steady since we conducted our original research. Only 4.9% of Fortune 500 CEOs and 2% of S&P 500 CEOs are women. And those numbers are declining globally.

There are of course many factors that contribute to this dearth of women at senior levels. For centuries, there have been broad, cultural biases against women and stereotypes die slowly. People have long believed that many women elect not to aspire to the highest ranks of the organization and take themselves out of the running (though recent research disputes that). Lots of research has shown that unconscious bias places a significant role in hiring and promotion decisions, which also contributes to the lower number of women in key positions.

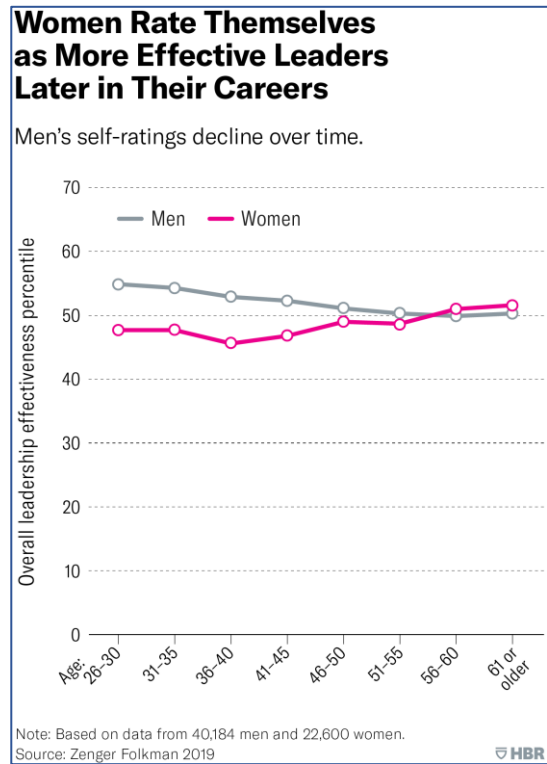
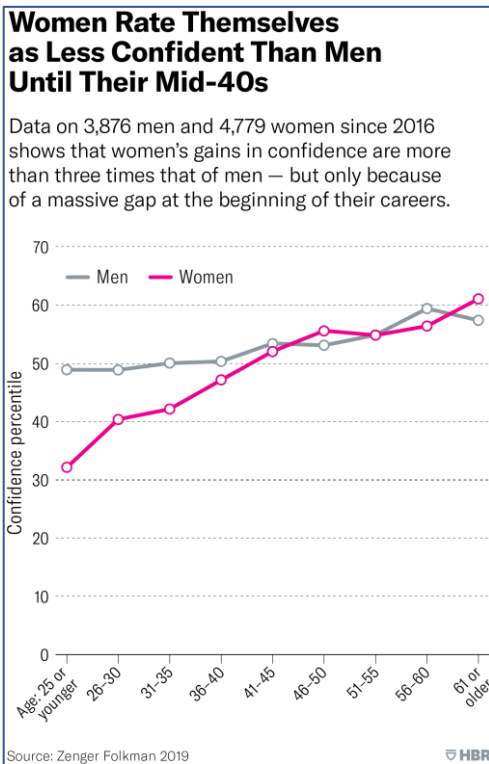
Our current data presents even more compelling evidence that this bias is incorrect and unwarranted. Women are perceived by their managers — particularly their male managers — to be slightly more effective than men at every hierarchical level and in virtually every functional area of the organization. That includes the traditional male bastions of IT, operations, and legal.

Capability	Women's percentile	Men's percentile	Capability	Women's percentile	Men's percentile
Takes initiative	55.6	48.2	Establishes stretch goals	52.6	49.7
Resilience	54.7	49.3	Collaboration and teamwork	52.6	50.2
Practices self-development	54.8	49.6	Connects to the outside world	51.6	50.3
Drives for results	53.9	48.8	Communicates powerfully and prolifically	51.8	50.7
Displays high integrity and honesty	54.0	49.1	Solves problems and analyzes issues	51.5	50.4
Develops others	54.1	49.8	Leadership speed	51.5	50.5
Inspires and motivates others	53.9	49.7	Innovates	51.4	51
Bold leadership	53.2	49.8	Technical or professional expertise	50.1	51.1
Builds relationships	53.2	49.9	Develops strategic perspective	50.1	51.4
Champions change	53.1	49.8			

Note: The t-values of all data are statistically significant.

Interestingly, our data shows that when women are asked to assess themselves, they are not as generous in their ratings. In the last few years we created a self-assessment that measures, among other things, confidence. We've been collecting data since 2016 (from 3,876 men and 4,779 women so far) on levels of confidence leaders have in themselves over their careers and we saw some interesting trends.

When we compare confidence ratings for men and women, we see a large difference in those under 25. It's highly probable that those women are far more competent than they think they are, while the male leaders are overconfident and assuming they are more competent than they are. At age 40, the confidence ratings merge. As people age their confidence generally increases; surprisingly, over the age of 60 we see male confidence decline, while female confidence increases. According to our data, men gain just 8.5 percentile points in confidence from age 25 to their 60+ years. Women, on the other hand, gain 29 percentile points. One note: This is what we see in our data though we recognize that there are studies that come to different conclusions on whether women truly lack confidence at early stages in their career.



These findings dovetail with other research that shows women are less likely to apply for jobs unless they are confident they meet most of the listed qualifications. A man and woman with identical credentials, who both lack experience for a higher level position, come to different conclusions about being prepared for the promotion. The man is more inclined to assume that he can learn what he's missing, while in the new job. He says to himself, "I am close enough." The woman is inclined to be more wary, and less willing to step up in that circumstance.

The situation is further explored in the **latest Women in the Workplace Report from McKinsey** which states that there is a change coming and that ambitious women are demanding more from opportunity from their organisations and if they are unable to find it there then they are ready to seek it elsewhere.



<https://www.businessnewsdaily.com/6084-employee-happiness-without-raise.html>

This research revealed that we're amid a "Great Breakup." Women are demanding more from work, and they're leaving their companies in unprecedented numbers to get it. Women leaders are switching jobs at the highest rates we've ever seen—and at higher rates than men in leadership. That could have serious implications for companies. Women are already significantly underrepresented in leadership. For years, fewer women have risen through the ranks because of the "broken rung" at the first step up to management. Now, companies are struggling to hold onto the relatively few women leaders they have. And all of these dynamics are even more pronounced for women of color.

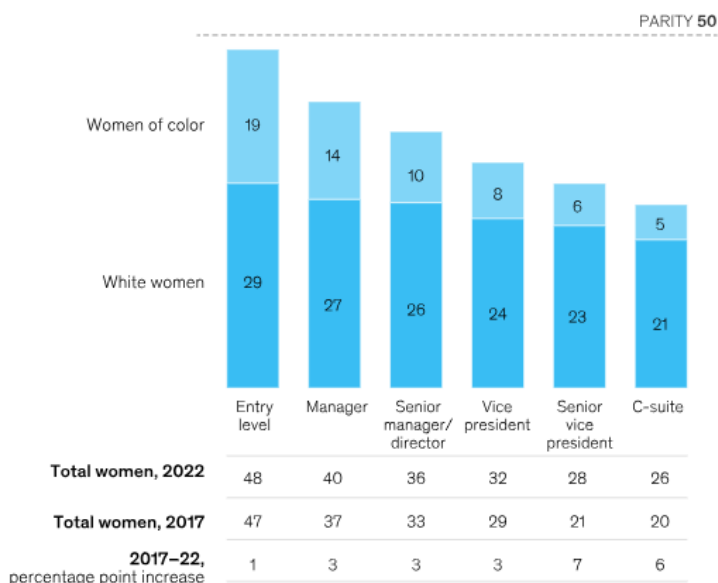
The reasons women leaders are stepping away from their companies are telling. Women leaders are just as ambitious as men, but at many companies, they face headwinds that signal it will be harder to advance. They're more likely to experience belittling microaggressions, such as having their judgment questioned or being mistaken for someone more junior. They're doing more to support employee well-being and foster inclusion, but this critical work is spreading them thin and going mostly unrewarded. And finally, it's increasingly important to women leaders that they work for companies that prioritize flexibility, employee well-being, and diversity, equity, and inclusion (DEI).

*If companies don't take action, they risk losing not only their current women leaders but also the next generation of women leaders. **Young women are even more ambitious and place a higher premium on working in an equitable, supportive, and inclusive workplace. They're watching senior women leave for better opportunities, and they're prepared to do the same.***

The state of the pipeline

Despite modest gains in representation over the last eight years, women—and especially women of color—are still dramatically underrepresented in corporate America. And this is especially true in senior leadership: only one in four C-suite leaders is a woman, and only one in 20 is a woman of color

Representation for women, by corporate role and race, 2022, % of employees



Note: Total percent of women per level in the race and gender chart may not sum to overall corporate pipeline totals, as the race and gender chart does not include employees with unreported race data.
Source: Women in the Workplace 2022, LeanIn.Org and McKinsey, 2022

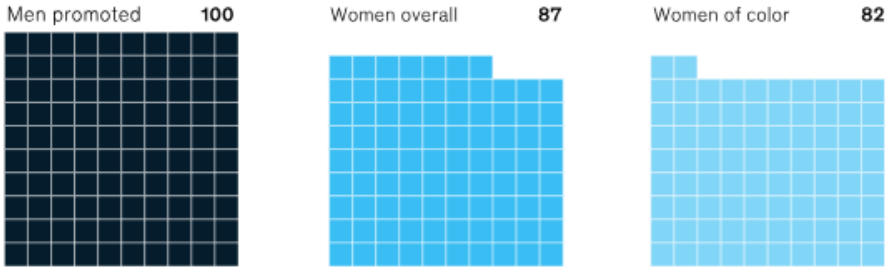
McKinsey
& Company

Moreover, most companies are grappling with two pipeline problems that make achieving gender equality in their organizations all but impossible:

1. The ‘broken rung’ remains unfixed. For the eighth consecutive year, a broken rung at the first step up to manager is holding women back. For every 100 men who are promoted from entry-level roles to manager positions, only 87 women are promoted, and only 82 women of color are promoted. As a result, men significantly outnumber women at the manager level, and women can never catch up. **There are simply too few women to promote to senior leadership positions.**
2. More women leaders are leaving their companies. Now companies have a new pipeline problem. Women leaders are leaving their companies at the highest rate we’ve ever seen—and at a much higher rate than men leaders. To put the scale of the problem in perspective: for every woman at the director level who gets promoted to the next level, two women directors are choosing to leave their company

Women lose the most ground at the first step up the ladder to manager.

For every 100 men promoted to first-level manager at the end of 2021, number of women promoted

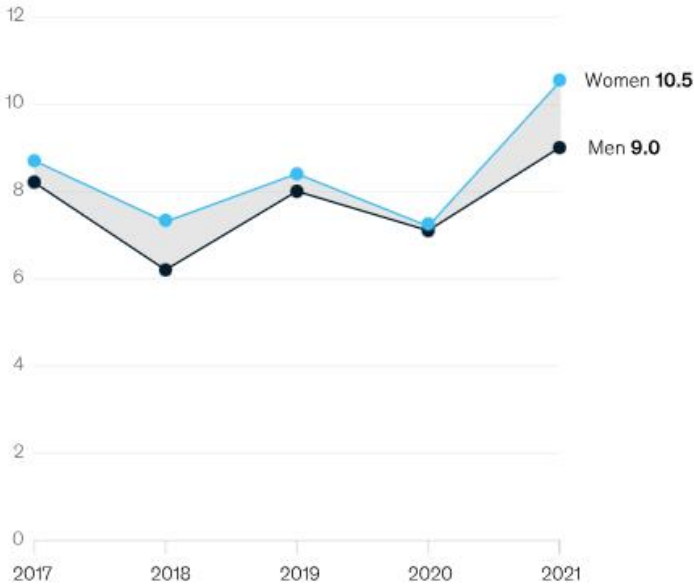


Note: Numbers assume an equal number of men, women, and women of color at the entry level.
 Source: Women in the Workplace 2022, LeanIn.Org and McKinsey, 2022



Women leaders are leaving their companies at the highest rate in years.

Voluntary attrition of leaders, by gender, %



Note: Reflects personnel changes that occurred in 2017–21, from unpublished pipeline data for the 2018–22 Women in the Workplace reports.
 Source: Women in the Workplace 2022, LeanIn.Org and McKinsey, 2022

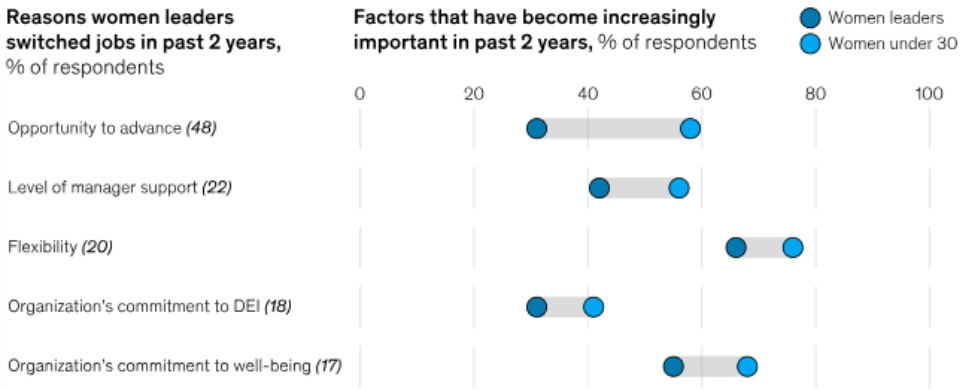


Why women leaders are switching jobs

- 1. Women leaders want to advance, but they face stronger headwinds than men.** *Women leaders are as likely as men at their level to want to be promoted and aspire to senior-level roles. In many companies, however, they experience microaggressions that undermine their authority and signal that it will be harder for them to advance. For example, they are far more likely than men in leadership to have colleagues imply that they aren't qualified for their jobs. And women leaders are twice as likely as men leaders to be mistaken for someone more junior. Women leaders are also more likely to report that personal characteristics, such as their gender or being a parent, have played a role in them being denied or passed over for a raise, promotion, or chance to get ahead.*
- 2. Women leaders are overworked and underrecognized.** *Compared with men at their level, women leaders do more to support employee well-being and foster DEI—work that dramatically improves retention and employee satisfaction but is not formally rewarded in most companies. Indeed, 40 percent of women leaders say their DEI work isn't acknowledged at all in performance reviews. Spending time and energy on work that isn't recognized could make it harder for women leaders to advance. It also means that women leaders are stretched thinner than men in leadership; not surprisingly, 43 percent of women leaders are burned out, compared with only 31 percent of men at their level.*
- 3. Women leaders are seeking a different culture of work.** *Women leaders are significantly more likely than men leaders to leave their jobs because they want more flexibility or because they want to work for a company that is more committed to employee well-being and Diversity, Equality and Inclusion DEI. And over the last two years, these factors have only become more important to women leaders: they are more than 1.5 times as likely as men at their level to have left a previous job because they wanted to work for a company that was more committed to DEI.*

*The factors that prompt current women leaders to leave their companies are even more important to the next generation of women leaders. Young women care deeply about the opportunity to advance—more than two-thirds of women under 30 want to be senior leaders. **Young women are also more likely than current women leaders to say they're increasingly prioritizing flexibility and company commitment to well-being and DEI.** Companies that don't take action may struggle to recruit and retain the next generation of women leaders.*

The factors that prompt current women leaders to leave their companies are even more important to the next generation of women leaders.



Source: Women in the Workplace 2022, LeanIn.Org and McKinsey, 2022

McKinsey & Company

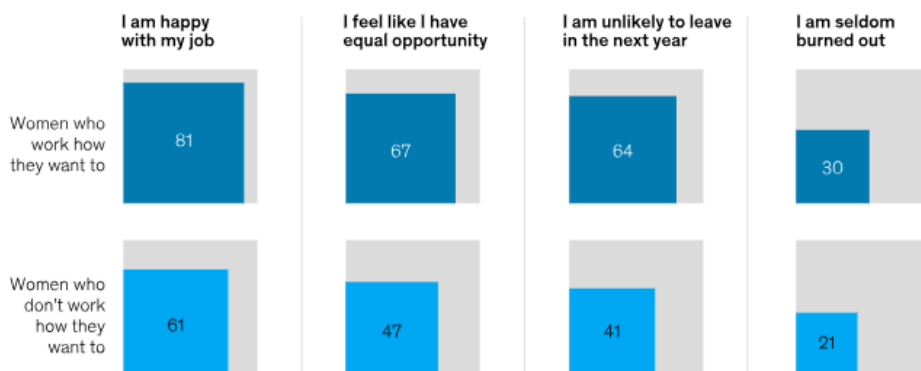
The importance of flexible and remote work

Two years after the pandemic forced corporate America into a massive experiment with flexible work, enthusiasm for flexibility in all its forms is higher than ever. A vast majority of employees want to work for companies that offer remote- or hybrid-work options. Only 7 percent of companies plan to pull back on remote and hybrid work in the next year, and 32 percent say these options are likely to expand.

Choice is critical. Women employees who can choose to work in the arrangement they prefer—whether remote or on-site—are less burned out, happier in their jobs, and much less likely to consider leaving their companies (Exhibit 5). This points to the importance of giving employees as much agency and choice when possible; a “one size fits all” approach to flexible work won’t work for all employees.

When women can work how they want to, outcomes improve.

Outcomes for women by preference, % of respondents



Source: Women in the Workplace 2022, LeanIn.Org and McKinsey, 2022

McKinsey & Company

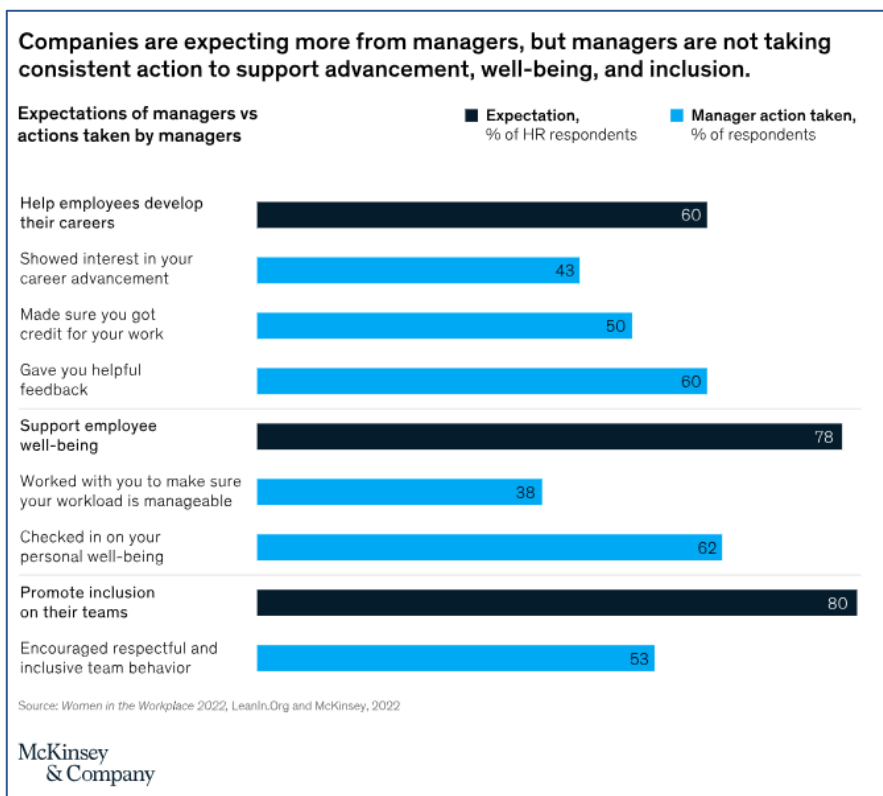
*Five steps companies can take to navigate the shift to remote and hybrid work
It's not enough to tweak old policies and practices; companies that are transitioning to remote and hybrid work need to fundamentally rethink how work is done. To start, companies would be well served to focus their efforts in five areas:*

- 1. Clearly communicate plans and guidelines for flexible work.*
- 2. Gather regular feedback from employees.*
- 3. Invest in fostering employee connectedness.*
- 4. Be purposeful about in-person work.*
- 5. Make sure the playing field is level.*

The importance of managers

Managers play an essential role in shaping women's—and all employees'—work experiences. When managers invest in people management and DEI, women are happier and less burned out. They're also more likely to recommend their company as a good place to work and less likely to think about leaving their jobs, which translates to better recruiting and higher retention.

Expectations of managers have risen over the past two years: the shift to remote and hybrid work has made management more challenging, and a majority of HR leaders say their company now expects managers to do more to promote inclusion and support employees' career development and well-being. But relatively few companies are training managers adequately to meet these new demands, and even fewer recognize DEI work and good people management in managers' performance reviews



Can having female CX orientated leaders in organisations bring success?

Forbes certainly thinks it can and does in their leadership article by Blake Morgan

20 Customer-Centric Companies Led By Women

Looking to be customer-centric? It pays to have a female leader.

Companies with female CEOs aren't just more profitable—they also tend to lead in customer experience.

Women thrive in customer-centric roles. Although women are still underrepresented in leadership positions, tides are changing to include more women in the C-suite. And that ripple effect empowers female employees to engage in future leadership roles.

But many senior-level women are calling it quits, including YouTube CEO Susan Wojcicki and New Zealand Prime Minister Jacinda Ardern. Women leaders are leaving their organizations at the highest rate ever, which only widens the gap between men and women in senior roles. The impact of women leaving the C-Suite could be felt for decades. We need women in leadership roles more than ever before. But it's also challenging to find that balance between leading a company and fulfilling other passions.

In celebration of International Women's Day and following up on a list I created last year, here are 20 more customer-centric companies led by women:

1. Guild Education (Rachel Romer, Co-founder and CEO)

Rachel Romer founded Guild Education to address a major concern for businesses: America doesn't have enough skilled workers. Guild partners with companies to create benefits programs that enable employees to get education, skilling, and career support without paying for tuition or career services on their own. The incredible innovation, paired with empathy and strong relationships, has shown the value of Guild Education and made the company worth more than \$4 billion.

2. Progressive Insurance (Tricia Griffith, President and CEO)

Since becoming CEO in 2016, Tricia Griffith has more than quadrupled the company's stock price. The reason? Her focus on customers and innovation. While other companies are cutting costs, Tricia invests in things that make the experience easier for customers, especially Progressive's leading digital solutions.

3. KT Tape (Jessica Klodnicki, CEO)

Jessica Klodnicki is the marketing guru behind major brands like Bell Bike Helmets and Skullcandy. As the new CEO of sports tape company KT Tape, Jessica is endeavoring on a major customer-first rebranding to make the brand more accessible. Jessica is bringing KT Tape to everyday athletes by listening to feedback and building customer relationships.

4. Canva (Melanie Perkins, Co-founder and CEO)

85% of Fortune 500 companies use Canva for graphic design, but the platform appeals to everyone from students to entrepreneurs and executives. Canva makes it simple for anyone to create professional graphic design and features a massive library of templates. In just six years, the company has grown to \$1 billion, with Melanie Perkins as one of the youngest female tech CEOs in the world.

5. Rosewood Hotel Group (Sonia Cheng, CEO)

Over the last decade as CEO, Sonia Cheng has led an incredible transformation to modernize and expand Rosewood Hotel Group. By redefining luxury, she aims to appeal to a new generation of travelers. Each Rosewood property reflects the local culture and history and covers every possible detail a customer could need. The company's growth is impressive, with 41 current properties and another 31 in development.

6. Build-a-Bear Workshop (Sharon Price John, President and CEO)

A champion for customer centricity within her brand, Sharon Price John is taking Build-a-Bear's iconic in-store experience to digital customers by prioritizing relationships, creativity, and memories. Every decision she makes focuses on being brand-building, customer-centric, and data-driven. And it's working—Build-a-Bear's stock price has increased dramatically from its pre-pandemic highs.

7. Policygenius (Jennifer Fitzgerald, Co-founder and CEO)

Jennifer Fitzgerald co-founded Policygenius to help customers navigate the confusing world of insurance. By simplifying the process into easily comparable quotes, consumers can make the right decision for their budget and lifestyle. Fitzgerald stays connected to her young demographic with honest and quirky messaging and recently expanded into home and auto insurance.

8. Babbel (Julie Hansen, CRO and US CEO)

Julie Hansen has the unique combined role of Chief Revenue Officer and US CEO at Babbel, the top global destination for language learning. Staying close to customers and staying ahead of market trends has allowed Julie to double down on in-demand products, such as B2B language training for corporate clients and travel-specific language learning through partnerships with major travel brands.

9. Accenture (Julie Sweet, Chair and CEO)

In her three years as CEO of Accenture, Julie Sweet has made huge strides for gender equality. Half of the company's board is women, and women now make up half of Accenture's new hires. But it's not just equality for equality's sake—the move has also increased the company's revenue. Sweet also champions data and technology to provide customers with up-to-date information and the best tools to grow their businesses.

10. Walgreens (Rosalind Brewer, CEO)

As just one of two Black female CEOs of Fortune 500 companies, Rosalind Brewer is a trailblazer. She also isn't afraid to make bold moves. With traditional drugstore growth stalling, Rosalind is shifting the company's focus toward creating medical clinics that make care more accessible to customers. The change streamlines care for customers and empowers employees to better serve patients.

11. Zola (Shan-Lyn Ma, Co-founder and CEO)

Shan-Lyn Ma created Zola to simplify the wedding planning process. When customers began canceling their weddings during the pandemic, Zola quickly released features like free change the dates and wedding live streams to guide couples through uncertain times. And even though revenue dipped during the pandemic, NPS soared to record levels and helped Zola recover.

12. Celebrity Cruises (Lisa Lutoff-Perlo, President and CEO)

Lisa Lutoff-Perlo is a champion for equality, including hiring the first American woman to captain a cruise ship and the first female officer team. Her innovation and customer focus helped Celebrity Cruises survive the pandemic and maintain its spot as one of the customer-favorite cruise lines in the world.

13. Maven (Kate Ryder, Founder and CEO)

Kate Ryder founded Maven as the first virtual clinic dedicated to women's and family health. It fills an incredible need by connecting women with a network of virtual doctors tailored to their exact needs. Within minutes, patients can connect with a wide range of healthcare professionals—all on a secure platform. Maven's care advocates help patients navigate their benefits and healthcare to get the care they need.

14. Lumen Technologies (Kate Johnson, CEO)

Since becoming CEO of Lumen Technologies in late 2022, Kate Johnson has been on a mission to put customers first by ensuring the company is laser-focused on solving problems customers actually want solved. The changing telecom industry isn't typically known for a strong customer focus, but Kate is changing that by creating a culture that obsesses over customers.

15. Williams-Sonoma (Laura Alber, CEO)

*Customer favorite home and kitchen store Williams-Sonoma is known for its sensory-rich in-store experience. CEO Laura Alber has successfully guided the company through a digital transformation without losing the heart of its in-store experience. Alber has moved 70% of Williams-Sonoma's DTC business online to deliver a strong e-commerce experience **without sacrificing the brand's root identity and customer loyalty.***

16. The Hershey Company (Michele Buck, CEO)

Michele Buck became Hershey's first female CEO in 2017 and has made the company one of America's most female-friendly organizations. Buck's five-year plan is to make Hershey more diverse and inclusive, including closing the pay gap and increasing its female workforce to 50% of all employees by 2025. Hershey also leverages real-time data to stay connected to customers and provide service and comfort when customers need it most.

17. Duke Energy (Lynn Good, CEO)

Lynn Good is moving Duke Energy, one of the country's largest energy companies, to reach net-zero carbon emissions by 2050. Lynn has led the charge to buck industry trends and focus on serving customers and communities and prioritize a cleaner, smarter energy future.

18. Sunrun (Mary Powell, CEO)

Mary Powell is a vocal advocate for clean home-based energy and stays ahead of technology advancements and industry trends to provide innovative solar products that serve customers and help the environment. Sunrun aims to make solar accessible, affordable, and reliable for families and saves low-income families \$100 million a year in energy costs.

19. Otis Worldwide (Judy Marks, Chair, President and CEO)

Millions of people use Otis' elevators, escalators, and moving walkways every day. Judy Marks has built a culture that recognizes and celebrates each customer by providing safe and innovative products and excellent customer service. She has made incredible strides in hiring more women to create a workforce that represents its diverse customers.

20. Best Buy (Corie Barry, CEO)

Over the last four years as CEO, Corie Barry has driven a customer-centric culture at Best Buy by prioritizing feedback and creating convenient solutions for customers, like curbside and in-store pickup and a wide variety of online options. Since announcing Best Buy's innovative virtual store pilot, customer satisfaction has increased by 20%. Corie has also led Best Buy to take a stand on social justice issues.

<https://www.forbes.com/sites/blakemorgan/2023/03/06/20-more-customer-centric-companies-led-by-women/>

The point to take from these examples is the fact that these women in a wide cross section of organisations ranging from start-ups to Fortune 500 organisation have made a positive impact on their organisations and introduced change that has significantly increased their value with service quality being a cornerstone value in their approach.

So when it comes to the delivery of an upper quartile customer experience what do the internet gurus about gender difference performance

There is no inherent gender-based difference in an individual's ability to deliver a good customer experience. The ability to provide excellent customer service depends on a person's skills, knowledge, attitude, and training, rather than their gender.

Both men and women can excel in customer service roles, and it's essential to avoid making broad generalizations based on gender. What matters most is the individual's commitment to understanding and meeting customer needs, effective communication skills, problem-solving abilities, and a positive attitude. Companies should focus on hiring and promoting individuals based on their qualifications, experience, and demonstrated abilities rather than making assumptions based on gender. Diversity and inclusion in the workplace can lead to a richer and more well-rounded customer experience as different perspectives and backgrounds contribute to a more comprehensive understanding of customer needs.



So is the lack of scientific evidence proof in itself that there is no inherent capability in either gender?

The assertion that there is no inherent gender-based difference in an individual's ability to deliver a good customer experience is supported by several factors:

- 1. Lack of Scientific Evidence: There is no credible scientific evidence to suggest that one gender is inherently better than the other at providing good customer service. Studies on this topic typically focus on individual characteristics, skills, and attitudes rather than gender.*
- 2. Diversity in Customer Service Roles: In customer service, success depends on a wide range of factors, such as communication skills, problem-solving abilities, empathy, patience, and product knowledge. These traits are not exclusive to any particular gender, and both men and women can possess them in varying degrees.*
- 3. Individual Variation: People are unique, and their abilities and personalities vary regardless of their gender. There are men who excel in customer service roles and women who do the same, just as there are individuals of both genders who may not perform well in such roles.*
- 4. Legal and Ethical Considerations: Discriminating against individuals based on their gender is illegal and considered unethical in many countries. Employment laws and regulations emphasize equal opportunity, and companies are encouraged to base hiring and promotion decisions on merit rather than gender.*
- 5. Success Stories: There are countless success stories of both men and women who have excelled in customer service roles across various industries. These stories demonstrate that gender is not a determining factor in one's ability to provide excellent customer experiences.*
- 6. Diverse Workforce Benefits: Embracing diversity and inclusion in the workplace can bring various perspectives and approaches to problem-solving, leading to a more well-rounded customer experience. Companies that recognize the value of diverse teams often outperform those with a less diverse workforce.*

In summary, the absence of scientific evidence supporting inherent gender-based differences in customer service abilities, along with the principles of equal opportunity, individual variation, and the success of individuals of all genders in customer service roles, suggests that gender should not be a determining factor in assessing one's ability to provide a good customer experience. Instead, the focus should be on an individual's skills, attitude, and qualifications.

The Last Word

The data shows that many more women than men are directly engaged in delivering customer service. The reason for this may possibly be traced back to Thomas Edison's reason for employing women in those roles – that they were cheaper. Inequality in pay scales is still a factor in many sectors across the world and perhaps cost is still a factor, particularly at the customer interface level.

It also appears that the ability of women to progress into management and leadership CX roles is also the subject of inequality for a variety of reasons to do a mix of culture, values, confidence and prejudice. Organisations which allow such conditions to prevail in their management and leadership development processes are placing themselves at a major competitive disadvantage. It would appear to make sense that values, policies and resources should be focused on trying to ensure that organisations get the very best talent in their CX management and leadership roles, regardless of gender. To overlook talent on the grounds of gender appears to be unreasonable on one hand and basically stupid on the other. An oversight that will have even greater impact in the future as the next generation of women are more unwilling to accept that situation

CX Management and Leadership suffers from the fact that while it is a key cornerstone of an organisation's commercial and operational success it is still without any kind of formal higher level educational qualification. Anyone can get the job. So, in such an unstructured wild west type environment it surely makes sense to get the best gunslinger available.

Recommended Reading

- (1) <https://www.mycustomer.com/customer-experience/engagement/clare-muscutt-women-in-cx-70-of-the-cx-workforce-are-women-but-only>
- (2) <https://www.zendesk.co.uk/blog/women-in-customer-service/#georedirect>
- (3) <https://hbr.org/2019/06/research-women-score-higher-than-men-in-most-leadership-skills>
- (4) <https://genderdata.worldbank.org/data-stories/flfp-data-stor>
- (5) <https://www.weforum.org/reports/global-gender-gap-report-2022/in-full/2-4-gender-gaps-in-leadership-by-industry-and-cohort/>
- (6) [Women in the Workplace | McKinsey](#)
- (7) <https://www.forbes.com/sites/blakemorgan/2023/03/06/20-more-customer-centric-companies-led-by-women/>
- (8) <https://customerthink.com/5-proven-ways-women-are-better-at-customer-service/>